
NAVAL FACILITIES ENGINEERING COMMAND
GUIDE PERFORMANCE WORK STATEMENT (GPWS)
FOR
BUS SERVICES

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FEBRUARY 1987

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FOR
BUS SERVICES

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USER'S GUIDE
GUIDE PERFORMANCE WORK STATEMENT FOR
BUS SERVICES

I. INTRODUCTION

A. Purpose. This NAVFAC Guide Performance Work Statement (GPWS) has been written to provide assistance in preparing facilities support contracts to procure bus services. Contracts for bus services may be a continuing contracting effort or conversion of bus services from in-house to contract performance under the Commercial Activities (CA) program. This NAVFAC GPWS may be used in either application. This GPWS Package consists of a User's Guide, guide contract sections B, C, and J in the Uniform Contract Format, and a Quality Assurance (QA) guide.

1. NAVFAC manual MO-327, *Service Contracts: Specifications and Surveillance*, provides extensive information on the preparation of NAVFAC facilities support contracts, from guidance on making the initial decision to contract a given function through the entire PWS and surveillance program development process. This User's Guide is designed to supplement and to be used in conjunction with the MO-327 in developing a PWS for bus services. It provides specific guidance on developing and tailoring the GPWS, special items which must be considered if the specification is being written in conjunction with a CA program study, and general guidance on required pre-award actions. Additional guidance on implementing CA program requirements can be found in the Supplement to OMB Circular A-76 and in OPNAVINST 4860.7B.

2. Sections B, C, and J provide suggested formats for displaying contract line (bid) items, technical specifications which the user may tailor to an activity's specific needs, and attachments which provide supplemental information, historical data, etc.

3. The QA guide is designed to provide the framework for development of a comprehensive contract surveillance program. The user should modify and expand upon the sample QA plans provided as the GPWS is tailored.

B. Function Definition. For purposes of this GPWS, the bus services function is defined to include all labor, transportation, equipment, materials, supplies, management, coordination, and supervision required to perform bus services. Included are scheduled school bus services, scheduled base shuttle bus services, and non-scheduled bus services.

C. Responsibilities

1. Experience has shown that the best method of developing a facilities support contract specification is to involve a number of activity personnel, each having a portion of the knowledge and experience required to put the entire package together. A team of experienced activity personnel should be formed and a team leader appointed. At least one member of the team must be intimately familiar with each of the following areas:

a. Must be familiar with and understand the applicable GPWS(s) and QA Guide(s).

b. Must have working knowledge of basic contracting procedures.

c. Must have first hand knowledge of the services and equipment to be provided by contract.

d. Must be able to identify local needs/requirements that are different from the GPWS and apply specifically to the activity.

2. The following activity personnel are suggested as members of the specification development team.

a. Specification Writer. The bus services specification is most properly prepared by an engineer or engineering technician at the activity who has had some experience in writing facilities support contracts. The use of a planner and estimator (P&E) is also appropriate if one is experienced with writing contract specifications. The writer, regardless of who he/she is, should have attended the Civil Engineer Corps Officers School (CECOS) course on Facilities Support Contracts. Assistance and guidance may be requested from the geographical NAVFACENGCOM Engineering Field Division (EFD), Code 10, and/or the Transportation Equipment Management Center (TEMC) serving the activity's major claimant.

b. Functional Manager/Customer. The functional manager is the technical representative of the team who is most familiar with the function to be contracted. Early in the tailoring process the Transportation Division Director or other bus services functional expert must determine the total scope of the services required, and the specific needs of the activity which may differ from this GPWS.

c. Contract Specialist. The Contract Specialist provides overall contractual guidance in the preparation of the specification. This person will work with the writer in the preparation of sections B, C, and J, and will prepare the majority of the clauses in sections E, F, G, H, I, K, L, and M. Additionally, there are many pre-award and post-award contract actions to be initiated by the Contract Specialist.

d. CA Program Manager. If the specification is being prepared under the CA program, the CA Program Manager provides overall guidance on the CA program, and will ensure that the specification is developed in conjunction with required most efficient organization and management studies.

3. The tailored specification should be reviewed by customer and functional manager representatives and the activity's Facilities Support Contract Manager (FSCM) and Quality Assurance Evaluators (QAEs).

II. GPWS DEVELOPMENT AND USER CONSIDERATIONS. This section of the User's Guide discusses certain assumptions which were made and special items that were considered during the development of the Bus Services GPWS, and provides general information and considerations that the user should be aware of during the tailoring process.

A. Development of the GPWS. In developing this GPWS, a functional analysis, as described in NAVFAC MO-327, was used to identify each of the major subfunctions for bus services. The subfunctions identified were further subdivided to develop basic work requirements and attributes for each subfunction. Once all of the basic work requirements were identified for each subfunction, a functional analysis chart was developed and the requirements were

put in narrative form. The following functional analysis chart, Table 1, illustrates the bus service subfunctions and work items addressed in the GPWS.

TABLE 1
BUS SERVICES - FUNCTIONAL ANALYSIS

- I. Operate and Manage Base and School Bus Fleet
- II. Vehicle Operations
 - a. Scheduled Base Shuttle Bus Service
 - b. Scheduled School Bus Service
- III. Bus Fleet Management
 - a. Provide Qualified Drivers
 - 1. Obtain Drivers License
 - 2. Driver Personal Appearance
 - 3. Obtain Medical Certification
 - b. Provide Vehicles
 - 1. Vehicle Criteria
 - 2. Obtain Vehicle Registration
 - 3. Provide Vehicle Maintenance
 - 4. Provide Fuel and Lubricants
 - 5. Clean Vehicles
 - c. Establish Safety Program
 - 1. Prepare Accident Reports
 - 2. Insure Proper Passenger Conduct
 - 3. Operate Vehicles in a Safe Manner
 - d. Miscellaneous Services
 - 1. Provide Custodial Services for Assigned Facilities
 - 2. Establish a Quality Control System

B. GPWS User Considerations. The clauses and provisions of this GPWS are arranged in the uniform contract format as required by the Federal Acquisition Regulations (FAR). The sections to which they are assigned shall not be changed.

1. This GPWS contains sections B, C and J only. These sections contain information and clauses peculiar to the technical services required, while Sections D, E, F, G, H, I, K, L and M contain contract clauses and provisions more closely related to administrative and contractual requirements. Since the latter group will generally be the same in the majority of NAVFAC contracts, their inclusion in each GPWS would be unnecessary duplication. Therefore, this group, to be referred to as the standard facilities support contract clauses, shall be packaged at each geographical EFD and contracting office, and made available to specification writers as required.

2. FAR clauses and provisions may be added or deleted as required by the FAR for specific functions, dollar limitations, bonding, small businesses, etc. They may not be altered unless specifically authorized by the FAR. The clauses in sections I and L, other than those requiring tailoring (i.e. blanks to be completed), may be included by reference. All other FAR clauses and provisions

shall be included in full text. Procurement offices shall make available to bidders the full text of all clauses incorporated by reference upon request.

3. The "SCHEDULE OF DEDUCTIONS" and "CONSEQUENCES OF CONTRACTOR'S FAILURE TO PERFORM REQUIRED SERVICES" clauses are NAVFAC, not FAR clauses, and shall not be altered without NAVFAC approval. All other non-FAR clauses and provisions in the standard maintenance service contract clauses should be used substantially as shown or deleted if not applicable to the solicitation. Extensive deliverable performance requirements should not be added to these clauses, but should be included in Section C.

4. Technical Specification

a. Section C, which describes the services to be provided, should be a performance specification. That is, over defining the Contractor's responsibilities in terms of methods or procedures should be avoided in writing the technical specifications since we hope to purchase not only the Contractor's labor, but also his/her expertise in the services to be provided and management of those services. A performance oriented specification should minimize the use of words describing "how to" and emphasize the performance standards to which the Contractor must provide bus services. Outputs must be described specifically and as explicitly as possible while leaving the Contractor latitude to manage his/her own work force and choose his/her own methods for accomplishing the work.

b. On the other hand, the specification must provide enough information to clearly and precisely define the magnitude (number of services we want to buy) and quality of each of the services to be provided, as well as the scope or limit of each. This is accomplished in the GPWS by specifying, in addition to the desired outputs, schedules of accomplishment and/or specific time limitations in which all services must be completed; listing mandatory operating procedures or steps that the Contractor must follow for some services; and providing historical data on the magnitude of services provided under previous contracts or by in-house forces. Such information will only slightly restrict the Contractor's latitude in managing his/her workforce, but will help ensure all bidders clearly visualize the magnitude of effort which will be required to provide the clearly defined scope of work. Typically this will result in more accurate/realistic Contractor bids, make payment deductions for unsatisfactorily performed or non-performed work easier to calculate, and reduce the number of contract administration problems.

5. As you use this GPWS, you will find that anytime a choice of options is available, there is a "NOTE TO THE SPECIFICATION WRITER". The note informs the user to select the appropriate clause, provide additional information, or delete the clause in its entirety. There are many areas in the GPWS where space has been left to fill in a blank; i.e., start times, dates, quantities, etc. All that is required is to complete the blanks and then delete the adjoining notes. If the final document is to be printed from the DISKETTE, it is not necessary to delete the notes as the equipment will print a justified copy without the notes.

6. The Acceptable Quality Levels (AQLs) provided in the Performance Requirements Summary Table are sample levels only. Refer to NAVFAC MO-327 and select a level that is appropriate to your activity.

III. TAILORING THE GPWS. NAVFAC GPWS for Bus Services is not intended to fit the requirements of a specific activity, but rather, is to serve as a model to be tailored by activities in preparing their specific PWS. The first step in tailoring a GPWS to a specific case is for the user to become intimately familiar with the GPWS and its User's Guide. The user must know what is, and is not, included in the GPWS and what was intended before he/she can assess modifications required. The PWS is the instrument that lays out the functional and technical requirements and ultimately becomes part of a contract. The User's Guide provides the user with information concerning the GPWS and provides instructions on tailoring it to his/her use. Users should not assume that the GPWS can be "plugged" into their application with little or no effort. A detailed analysis of the activity's requirements will be required.

A. Getting Started

1. The first step in tailoring this GPWS to a specific user activity must be to determine one of the following:

a. Requirements are currently contracted and this will be a continuation of the contracted services or the consolidation of several contracts. If this is the case, the GPWS may be tailored to accomplish any desired scope of work and level of performance.

b. Requirements to be included are subject to a Commercial Activities (CA) cost comparison study under OMB Circular A-76. If this is the case, it is mandatory that the scope of work and level of performance specified be equivalent to the current in-house effort or to the level of effort that can be achieved by the Most Efficient Organization (MEO) if the function is retained in-house. Additional information on tailoring of the GPWS for a CA program study is included in paragraph IV of this User's Guide.

2. The next step should be a thorough review of Chapters 3 and 4 of NAVFAC MO-327. These two chapters outline in detail how to perform a functional analysis to determine just how the specification should be written and how Contractor performance is to be monitored. As the functional analysis is being performed, the user should compare his/her unique activity requirements with GPWS requirements to determine if any major changes are required, or if some of the questions being identified in the functional analysis have already been answered in the GPWS. If major changes are required, the user will need to re-write the affected GPWS section. A thorough functional analysis will make the actual tailoring of the GPWS and re-writing of paragraphs relatively easy since all required data will be readily available and the functions to be contracted will be well defined.

B. Contract Line Item (Section B) Requirements. A combination fixed-price and indefinite quantity contract is used in this GPWS. The contract line items shown in Section B are intended to encompass all of the services to be provided in the technical specifications. Of course they must be tailored to account for work items added or deleted during the functional analysis process and the projected start date of contract performance. The line items are made up of two types of work items: fixed-price items and fixed unit price (indefinite quantity) items. All new work items added by the user must fall into one of these two categories.

1. Fixed-Price Requirements. Fixed-price items are bid and payment is made for the total performance of a given work item over a given period of time

(usually one month). These work items are either fixed in scope (time, location, frequency, quantity, etc. are known) or adequate historical data is available to make a biddable estimate. Because the scope of work is known, the Contractor agrees to perform a given function for a total price, and in essence there is one work order. The Contractor performs the work as scheduled and invoices are submitted for the services provided. Examples of fixed-price items in this GPWS include scheduled base shuttle bus services and scheduled school bus services.

2. Indefinite Quantity Work Items. All items not included in the fixed-price portion are considered indefinite quantity work items. That is, the Contractor agrees to perform this work on an "as ordered" basis, and a fixed unit price to perform one occurrence or a given quantity of each type of work is bid. Payment for this type of work is based on the unit price bid per unit times the number of units performed. Because each Government order for indefinite quantity work is paid for separately, each and every work order must be inspected and accepted as being satisfactorily complete before payment may be made. Bid prices for unit priced tasks include all labor, materials, and equipment for performing a given quantity of work, such as providing a 40 passenger bus with driver for one hour. The unit prices bid are multiplied by an estimated quantity of units to be ordered during the contract term, but only for purposes of bid evaluation, since work will only be paid for as ordered and completed.

3. Partial first year of performance

a. Because of funding restrictions, only four types of maintenance service contracts may be awarded for a 12-month period to begin at any time during the fiscal year. All other contracts, including those for bus services must be funded using funds from the fiscal year in which the work will be performed. This means that only contracts with terms beginning on 1 October may be awarded for a full 12-month period. Contract terms beginning on any other date must be awarded for something less than 12 months and must end on or before 30 September. Normally such contracts will not be awarded for less than three months. For example, a contract which begins on 1 April would have a six-month initial term, and then options to extend for up to 54 additional months. However, no single option period could be more than 12 months long, and the total term of contract could not exceed 60 months.

b. Section B of this GPWS assumes that the initial contract period will be less than 12 months. The user must consider each of the following items in this situation.

(1) As illustrated in this GPWS, at least two sets of contract line items will be required in Section B. One set for the initial period for performance of work from the specified contract start date through 30 September. The other set will be for performance during the first 12 month option period, if the Government exercises its option to extend the contract. Additional pre-priced option periods may be added if desired, and are required if the specification is being written for a CA program study.

(2) Section C, the technical specifications, must clearly outline the scope of work for both the initial and first 12 month option periods since the work load can vary from month to month. For example, the specification must state during what months school bus services will be provided so that bidders

will be able to determine whether such services will be included in the initial period.

(3) Two Schedules of Deductions, one for the initial period and one for the first option period, must be included. Of course the items of work and number of units in the Schedules of Deductions must agree with the fixed-price contract line items in Section B and the scopes of work defined in Section C. Paragraph III.D of this User's Guide provides more in depth information on the development of Schedules of Deductions.

(4) The "TERM OF THE CONTRACT" clause in Section F should read as follows:

"TERM OF CONTRACT. The initial contract term shall be for a !INSERT NUMBER! month period commencing on !INSERT DATE! and ending on !INSERT DATE!. The Government has the option to extend the term of the contract in accordance with the "OPTION TO EXTEND THE TERM OF THE CONTRACT-SERVICES" clause in Section I. In the option periods the Government will adjust the prices, as required, based on new Department of Labor Wage Rate Determinations."

(5) The "BASIS FOR AWARD" clause should read as follows:

"BASIS FOR AWARD. The low bidder for purposes of award shall be the conforming, responsive, responsible bidder offering the lowest total price for Contract Line Items 0001, 0002, 0003, and 0004. However, the initial award will include only contract line items 0001 and 0002. Bids are solicited on an "all or none" basis and provision 52.214-10 (CONTRACT AWARD - SEALED BIDDING (Apr 1985)) in Section L is hereby modified. FAILURE TO SUBMIT BIDS FOR ALL ITEMS AND QUANTITIES LISTED SHALL BE CAUSE FOR REJECTION OF THE BID."

c. If the initial contract term will be projected to begin on 1 October, make the following changes to the GPWS contract line items, Section B:

(1) The dates shown in contract line items 0001 and 0002 should read "(1 October !INSERT YEAR! through 30 September !INSERT YEAR!)".

(2) Delete contract line items 0003 and 0004 in their entirety, unless the PWS is being written under the CA program (see paragraph IV.B of this User's Guide).

C. Technical Specifications (Section C). The first step in developing the technical specification should be to determine the required scope of work. Not every activity has school bus services, or there may not be a need for non-scheduled bus services. Bus routes must be defined to identify specific stops and specific pick up schedules. The user must determine the type of vehicles required to accommodate the projected number of passengers, the estimated number of non-scheduled trips that may be requested including the times and distances of the trips, and any Government furnished equipment and facilities that may be made available to the Contractor.

1. This GPWS was developed to provide school bus services, scheduled base shuttle bus services, and non-recurring bus services. The GPWS has provisions for either Contractor provided or Government provided vehicles and fuels. No provision was made for Contractor provided maintenance of Government furnished vehicles. If this service is desired, appropriate portions of the

Transportation and Operation and Maintenance GPWS should be incorporated into the Bus Services specification.

2. Many portions of this GPWS call for local quantity estimates of passengers, miles to be driven, trips required, etc. These estimated quantities are very important in that they are the basis for both the Government bid (in the case of a CA cost study) and Contractor bids. Poor estimates can result in bid and/or CA protests, or future contract change orders. Insure that these estimates come from the most reliable sources.

3. Note that some items of work do not appear in the Performance Requirements Summary (PRS) (paragraph III.E), which lists the primary contracted services; services that are the essential products of the contract and, as such, will be given close attention in the quality assurance effort. Those items shown in the foregoing functional analysis (paragraph II.A), but not included in the PRS, have been incorporated into the GPWS and should be inspected if the need occurs. The following items fall in this category:

- . Driver personal appearance.
- . Obtain driver's license.
- . Obtain medical certification.
- . Obtain vehicle registration.
- . Provide vehicle maintenance.
- . Provide fuel.
- . Prepare accident reports.
- . Insure proper passenger conduct.
- . Operate vehicles in a safe manner.

4. There may be situations when the Government may provide fuel to the Contractor. The amount of fuel issued to the Contractor should be based on Government experience with similar vehicles operated under the same conditions. Methods of allocating the fuels and monitoring the consumption are not contained in the GPWS since situations vary from activity to activity; however, the following sample paragraphs may be used as a basis to develop such a system.

a. Fuels. The Government shall furnish to the Contractor fuel (state type and grade) for the operation of buses under this contract. Fuel will be furnished at the consumption rates indicated in the following Fuel Allocation Table for each type of vehicle operated under this contract.

FUEL ALLOCATION TABLE

<u>Type of Vehicle</u>	<u>Average MPG</u>	<u>Type of Fuel</u>
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!LIST ALL VEHICLE TYPES CONTEMPLATED BEING USED BY THE CONTRACTOR!

b. Determination of Mileage. Mileage shall include miles driven between the designated on-base parking area !OR INSERT THE APPROPRIATE GATE! and

the designated route starting points. Prior to commencement of performance, the Contractor and the Government Representative shall jointly measure the mileage of the bus routes. Any change to bus routes by contract modification or addition of new bus routes shall be measured by the Contractor and the Government Representative using standard mileage tables/guides or odometer readings. If odometer readings are used, the Government Representative may ask for inspection or verification of any bus odometer by requiring the bus to travel on premeasured routes.

c. Unless additional fuel use is approved, based on increased Government requirements, the Contractor shall provide any fuel quantities that exceed the calculated contract fuel requirement amount by ten percent or more. It is, therefore, incumbent on the Contractor to institute a program to provide the highest degree of fuel economy in the operation of vehicles."

5. In lieu of specifying a certain sized bus to carry a given number of passengers (Section C, clause C.6), consider the option of allowing the Contractor to provide a sufficiently sized vehicle or vehicles to carry the varying peak passenger loads during the day, week, etc. This will allow the Contractor a greater degree of flexibility and fuel cost savings.

6. In some instances, the cost of liability insurance can be reduced if bus routes can avoid major roads and intersections. Particularly for off-base scheduled bus services, consider allowing the Contractor to establish routes. The Government should specify the pick-up points and time schedules. The Contractor would then be free to choose the most economical route. The same approach can be used for on-base schedule service if mission requirements do not necessitate a specific route. Unless there is a specific user requirement, the Contractor should always select the routes for non-scheduled bus services.

D. Schedule of Deductions. The Schedule of Deductions is one of the most important items that the specification writer must consider in tailoring of this GPWS since it directly affects the degree of difficulty required to make payment deductions for unsatisfactory performance or non-performance of work. The schedule, which is used in conjunction with the "CONSEQUENCES OF CONTRACTOR'S FAILURE TO PERFORM" clause, Section E, requires the successful bidder to break the fixed-price portion of the bid down for each of the fixed-price work items in the PWS. The completed schedule must be provided by the Contractor within 15 days after award of the contract. The "SCHEDULE OF DEDUCTIONS" clause and a suggested schedule format for the base and first option period follow.

"SCHEDULE OF DEDUCTIONS"

a. Within 15 days after contract award, the successful Contractor shall provide an acceptable Schedule of Deductions for the Base period of the contract. No work may commence until such Schedule of Deductions is approved by the ACO. The total of the Schedule of Deductions must equal the amount entered for Contract Line Item 0001. Schedules of Deductions for the option years which include any labor adjustment granted shall be revised within 15 days of notice to extend the contract. If this contract is modified, the Contractor shall revise the Schedule of Deductions within 15 days of the agreement to modify the contract. Prices shown in the Schedule of Deductions will be utilized in conjunction with the "CONSEQUENCES OF THE CONTRACTOR'S FAILURE TO PERFORM REQUIRED SERVICES" clause, Section E, in making payment deductions for non-performance or unsatisfactory performance. Unbalancing in the Schedule of Deductions submitted shall be cause for withholding approval and requiring

resubmittal of a balanced schedule, and may be grounds for TERMINATION FOR DEFAULT. The Government reserves the right to unilaterally establish a Schedule of Deductions in the event the successful Contractor presents a Schedule of Deductions which is unbalanced or materially deficient. The approved Schedule of Deductions shall be a part of the contract. DO NOT SUBMIT THE SCHEDULE OF DEDUCTIONS WITH BID.

b. The Government's estimate of the value of work will be based on the Schedule of Deductions for the fixed-price portion of the contract and the Schedule of Indefinite Quantity Work for the indefinite quantity portion of the contract in all instances except the following: for partially performed fixed-price work items, the Engineered Performance Standards (EPS) manuals or, if not applicable, other estimating sources will be utilized to estimate the workhour value of the unperformed portion of the work. For deductions of partially performed work, the Government may estimate the Contractor's cost based on wage rates extracted from attached wage determination, locally determined rate for Contractor's overhead and profit, and employees fringe benefits times the estimated manhours, plus material costs if applicable."

**SCHEDULE OF DEDUCTIONS FOR BASE PERIOD
(DO NOT SUBMIT SCHEDULE OF DEDUCTIONS WITH BID)**

<u>Item of Work</u>	<u>Units</u>	<u>Number Of Units</u>	<u>Unit Price</u>	<u>Total Price</u>
A. Provide scheduled base shuttle bus services per the requirements of Clause C.8.				
1. Route A	DAYS	!INSERT!	\$_____	\$_____
2. Route B	DAYS	!INSERT!	\$_____	\$_____
3. Route C	DAYS	!INSERT!	\$_____	\$_____
B. Provide scheduled school bus services per the requirements of Clause C.9.				
1. Route A	DAYS	!INSERT!	\$_____	\$_____
2. Route B	DAYS	!INSERT!	\$_____	\$_____
TOTAL (MUST EQUAL THE AMOUNT BID FOR CONTRACT LINE ITEM 0001)				\$_____

**SCHEDULE OF DEDUCTIONS FOR FIRST OPTION PERIOD
(DO NOT SUBMIT SCHEDULE OF DEDUCTIONS WITH BID)**

<u>Item of Work</u>	<u>Units</u>	<u>Number Of Units</u>	<u>Unit Price</u>	<u>Total Price</u>
A. Provide scheduled base shuttle bus services per the requirements of Clause C.8.				

Item of Work	Units	Number Of Units	Unit Price	Total Price
1. Route A	DAYS	!INSERT!	\$_____	\$_____
2. Route B	DAYS	!INSERT!	\$_____	\$_____
3. Route C	DAYS	!INSERT!	\$_____	\$_____
B. Provide scheduled school bus services per the requirements of Clause C.9.				
1. Route A	DAYS	!INSERT!	\$_____	\$_____
2. Route B	DAYS	!INSERT!	\$_____	\$_____
TOTAL (MUST EQUAL THE AMOUNT BID FOR CONTRACT LINE ITEM 0003)				\$_____

E. Performance Requirements Summary. Once the GPWS has been tailored a PRS Table should be prepared. This table will be used primarily in the preparation of QA plans (as discussed in the QA Guide to this GPWS), but it will also be of use to the Administrative Contracting Officer (ACO), FSCM, and customers to provide a convenient overview of services to be provided, standards of performance for those services, intended method of evaluation, and AQLs. A sample PRS Table, which reflects the work standards of this GPWS, is provided below. The user should modify this table to reflect the tailored PWS's requirements. NAVFAC MO-327 provides guidance on the development of PRS tables.

TABLE 2
PERFORMANCE REQUIREMENTS SUMMARY TABLE

<u>Contract Requirement</u>	<u>Standard of Performance</u>	<u>Method of Surveillance</u>	<u>AQL</u>
A. Timely scheduled school bus and shuttle bus service.	Bus must not depart earlier than scheduled time or no later than !NUMBER! minutes after scheduled departure time per Clauses C.8 and C.9.	Planned sampling supported by validated customer	10%-15%
B. Provide vehicles on a daily basis for scheduled services.	Vehicles must meet requirements of Clause C.11.	Planned sampling supported by validated customer complaints.	10 - 20 defects per month
C. Provide timely non-scheduled bus service.	Bus must not depart earlier than scheduled departure time or not later than !NUMBER! minutes after scheduled departure time per Clause C.10.	Validated customer complaints.	10%

IV. COMMERCIAL ACTIVITIES (CA) PROGRAM CONSIDERATIONS. The contractual requirements of bus services are essentially the same even when the PWS is prepared for a CA program study. However, the following special items must be considered when using this GPWS to prepare a CA program solicitation.

A. Scope of Work. The user must remember that the scope of work and standards of performance specified in the PWS must be equivalent to the projected capabilities of the MEO.

B. Pre-priced options to extend. OMB Circular A-76 requires in-house and Contractor bids to be evaluated on at least a three year basis unless contract funding limitations prevent the initial contract term from being a full 12 months in length. In this situation, pre-priced options must be included to cover at least two full fiscal years after the initial term. This means that Section B must contain contract line items for a base period and at least two, one year, pre-priced option periods. For example:

1. If the contract term is projected to begin on 1 October, Section B would include contract line items for the base year (12 months) of performance (items 0001 and 0002) and at least two, one year, pre-priced option periods (items 0003 and 0004, and 0005 and 0006).

2. If the contract term is projected to begin on 1 April, Section B would include contract line items for the initial six month base period of performance through 30 September (items 0001 and 0002), and two one year, pre-priced option periods (items 0003 and 0004, and 0005 and 0006).

3. In no case may the total contract term exceed 60 months.

C. Continuity of Services. The PWS should address certain issues and requirements relative to the change-over from in-house to contracted performance of services. Therefore, add the following clause to Section C:

"CONTINUITY OF SERVICES. To insure continuity of essential services, the successful bidder shall be prepared to fully commence work on the start date of this contract. The phase-in of Contractor forces will occur in conjunction with a major reduction-in-force of in-house Government employees. The Contractor should not assume that Government employees will be available to guide, direct, or specifically orient each Contractor employee."

D. Multi-function CA contracts. In many instances, CA program studies involve contracts containing more than one functional area or service. For example, the user may want to study bus services in conjunction with transportation operation and maintenance services, and issue a single solicitation. Since most NAVFAC GPWSs are written in the same format, the technical requirements of Sections C and J of this guide may be easily combined with those of other GPWSs to produce a tailored multi-function PWS.

V. PRE-AWARD CONSIDERATIONS. Prior to award it is essential that the activity consider the following aspects of the operation and administration of a bus contract.

A. Quality Assurance Evaluator (QAE) Training. It is vitally important to have an adequate number of qualified QAEs on board prior to the contract start date. In fact NAVFAC EFD contract offices will not allow contracts to be advertised until the activity provides assurance that such resources will be

provided. Ideally, QAE(s) should have attended the QAE training course provided by each EFD. If this training has not been received, the activity should take steps to have the QAE(s) attend the next available course and in the meantime should develop a local training program. EFD Code 10s (Facilities Division) should be contacted for QAE training scheduling or assistance. The QAE should have a good working knowledge of maintenance and inspection procedures and requirements for bus services and preferably have attended a training course on bus maintenance. Prior to bid opening it is essential that the QAE become familiar with the bus specification.

B. Site Visits. The QAE or other Government representative should be prepared to conduct site visits with potential bidders after inviting bids. The purpose of these visits is to familiarize the Contractor with the location of contract requirements, not to provide additional information which should have been included in the PWS. QAEs must be briefed by the ACO or the Contract Specialist as to what can be said to potential bidders during site visits. Customers must be briefed by the ACO, or his/her representative, on precautions to be taken so as not to reveal sensitive information to potential bidders during these visits.

C. Is Government Furnished Property, if any, ready for turnover?

D. Are adequate QA Plans prepared and ready for use?

E. Additionally, Chapter 7 of NAVFAC MO-327 discusses a number of items which must be considered by the activity prior to the award of a contract, including a pre-award survey of the apparent low, responsive, responsible bidder, and a review of the submitted quality control program.

END OF USER'S GUIDE

GUIDE PERFORMANCE WORK STATEMENT
FOR
BUS SERVICES

PART I - THE SCHEDULE

SECTION B: SUPPLIES OR SERVICES AND PRICES/COSTS

!*****
 NOTE TO SPECIFICATION WRITER: Contract Line Items 0001 and 0003 are prepared as
 single line items, each supported by a Schedule of Deductions.
 *****!

SCHEDULE

Item No.	Supplies/Services	Quantity	Unit	Unit Price	Amount
-------------	-------------------	----------	------	---------------	--------

0001 FIRM FIXED-PRICE WORK: Price for
 labor and material for the BASE
 PERIOD for all work specified in
 Section C except for work
 specifically identified as being
 included in the Indefinite Quantity
 portion of the contract.

!NUMBER! MONTH \$_____ \$_____

TOTAL PRICE FOR CONTRACT LINE ITEM 0001 \$_____

0002 INDEFINITE QUANTITY WORK: Price
 for labor and material in the BASE
 PERIOD to perform the tasks listed
 in the Schedule of Indefinite
 Quantity Work below. The
 quantities listed below are
 realistic estimates provided solely
 for the purpose of bid evaluation
 and for establishing penal sums of
 funds (if required). The price for
 this bid item is the total of the
 subline items listed in the
 Schedule of Indefinite Quantity
 Work.

!*****
 NOTE TO SPECIFICATION WRITER: The indefinite quantity format below assumes that
 buses will be provided by the Contractor. If buses are provided by the
 Government, the number of items can be reduced by eliminating specific bus sizes
 from each item and deleting those not needed.
 *****!

SCHEDULE OF INDEFINITE QUANTITY WORK

0002AA	Provide 15 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is less than !INSERT! miles (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
--------	--	----------	------------------	---------	---------

SCHEDULE

Item No.	Supplies/Services	Quantity	Unit	Unit Price	Amount
0002AB	Provide 40 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is less than !INSERT! miles (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0002AC	Provide 60 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is less than !INSERT! miles (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0002AD	Provide 40 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is !INSERT! miles or more (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0002AE	Provide 60 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is !INSERT! miles or more (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
	TOTAL PRICE FOR CONTRACT LINE ITEM 0002				\$_____
0003	FIXED PRICE WORK: Price for labor and material for the FIRST OPTION PERIOD for all work specified in Section C except for work specifically identified as being included in the Indefinite Quantity portion of the contract.				
		12	MONTH	\$_____	\$_____
	TOTAL PRICE FOR CONTRACT LINE ITEM 0003				\$_____
0004	INDEFINITE QUANTITY WORK: Price for labor and material in the FIRST OPTION PERIOD to perform the tasks listed in the Schedule of Indefinite Quantity Work below. The quantities listed below are realistic estimates provided solely for the purpose of bid evaluation and for establishing penal sums of funds (if required). The price for this bid item is the total of the subline items listed in the Schedule of Indefinite Quantity Work.				

SCHEDULE

Item			Unit		
No.	Supplies/Services	Quantity	Unit	Price	Amount

SCHEDULE OF INDEFINITE QUANTITY WORK

0004AA	Provide 15 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is less than !INSERT! miles (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0004AB	Provide 40 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is less than !INSERT! miles (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0004AC	Provide 60 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is less than !INSERT! miles (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0004AD	Provide 40 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is !INSERT! miles or more (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
0004AE	Provide 60 passenger bus and unscheduled bus service for charter trips where the distance traveled by the bus is !INSERT! miles or more (Clause C.10).	!NUMBER!	DISPATCH HOUR	\$_____	\$_____
TOTAL PRICE FOR CONTRACT LINE ITEM 0004					\$_____

END OF SECTION B

PART I - THE SCHEDULE

SECTION C: DESCRIPTION/SPECIFICATION/WORK STATEMENT

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PART I - THE SCHEDULE

SECTION C: DESCRIPTION/SPECIFICATION/WORK STATEMENT

C.1 GENERAL INTENTION. It is the intention of this solicitation to obtain bus services at !INSERT NAME OF ACTIVITY! by means of a combination fixed-price and indefinite quantity contract.

C.2 GENERAL REQUIREMENTS. The Contractor shall provide the supervision, labor, and equipment (except as specified herein as Government furnished) required to provide !SPECIFY TYPES OF BUS SERVICES! at !SPECIFY BASE NAME!. Performance shall be in accordance with the standards contained herein.

!*****
NOTE TO SPECIFICATION WRITER: Unique functional terms should be added to the following list of definitions. Definitions not required should be deleted.
*****!

C.3 DEFINITIONS - TECHNICAL. As used throughout this contract, the following terms shall have the meaning set forth below. Additional definitions are in the "DEFINITIONS" clause in Section I.

a. Where "as shown", "as indicated", "as detailed" or words of similar import are used, it shall be understood that reference is made to this specification and the drawings accompanying this specification unless stated otherwise.

b. Where "as directed", "as required", "as permitted", "approval", "acceptance" or words of similar import are used, it shall be understood that direction, requirement, permission, approval, or acceptance of the ACO is intended unless stated otherwise.

c. Administrative Contracting Officer (ACO). The individual designated by the Contracting Officer to administer the contract. Throughout this contract, the term ACO will be used to refer to the individual designated to administer the contract or his/her designated representative. See the "DEFINITIONS" Clause, Section I.

d. Contractor. The term Contractor as used herein refers to both the prime Contractor and any subcontractors. The Contractor shall be responsible for insuring that his/her subcontractors comply with the provisions of this contract.

e. Contractor Representative. A foreman or superintendent assigned in accordance with the "CONTRACTOR EMPLOYEES" clause, Section H.

!*****
NOTE TO SPECIFICATION WRITER: Choose paragraph f if buses are provided by the Government; select f.(OPTIONAL) if buses are to be provided by the Contractor.
*****!

f. Dispatch Hour. Dispatch hour shall be defined as the time starting when the bus is dispatched to the driver for a run until the time the bus returns and the driver checks in with the dispatcher.

f. (OPTIONAL) Dispatch Hour. Dispatch hour shall be defined as the time starting at the departure time for the run specified in the Government's delivery order until the time the bus returns to the station.

g. Government Representative. The person(s) whom the ACO shall designate by name and/or position title to conduct liaison between the Contractor and the ACO on matters pertinent to this contract and be his/her authorized representative.

h. Quality Assurance (QA). A method used by the Government, to provide some measure of control over the quality of purchased goods and services received.

i. Quality Assurance Evaluator (QAE). The Government employee responsible for the daily monitoring of Contractor performance.

j. Quality Control (QC). A method used by the Contractor, to control the quality of goods and services produced.

k. Regular Working Hours. The Government's regular (normal) working hours are from !STARTING HOUR! to !ENDING HOUR!, Monday through Friday except (a) federal holidays and (b) other days specifically designated by the ACO.

C.4 GOVERNMENT FURNISHED PROPERTY AND SERVICES

!*****
NOTE TO SPECIFICATION WRITER: Government furnished property may include real property or personal property. The specification writer must clearly identify Government Furnished Facilities, Government Furnished Equipment (GFE), and Government Furnished Material (GFM). The following clauses should be modified as needed to fit the activity's specific situation and needs. If no facilities will be provided, the "OPTIONAL" clause should be used. Remember that if a CA program study is being conducted, decisions on whether or not to provide Government furnished facilities and equipment must be based on an economic analysis. Refer to OPNAVINST 4860.7B.
*****!

a. Government Furnished Facilities

!SELECT EITHER (1) OR (2)!

(1) The Government shall furnish or make available to the Contractor the facilities described in Attachment J-C1. The Contractor shall assume responsibility and accountability of such facilities provided for his/her use and shall take adequate precautions to prevent fire hazards, odors and vermin. Janitorial services for Government furnished facilities shall be the responsibility of the Contractor. The Contractor shall obtain written approval from the ACO prior to making any modifications or alterations to the facilities. Any such modifications or alterations approved by the Government will be made at the expense of the Contractor. At the completion of the contract, all facilities shall be returned to the Government in the same condition as received, except for reasonable wear and tear. The Contractor shall be held responsible for the cost of any repairs caused by negligence or abuse on his/her part, or on the part of his/her employees.

(2) The Government will not provide office space and operational facilities to the Contractor. The Contractor is responsible, at his/her expense, to secure and maintain the necessary office space and other facilities required for the performance of this contract.

!*****
NOTE TO SPECIFICATION WRITER: The specification writer must determine what equipment and material will be provided to the Contractor and select from the following paragraphs as appropriate. Extensive equipment listings should be placed in Attachment J-C2, including identification number, age, location, size or capacity, etc. Specific equipment maintenance requirements beyond the requirements of this clause should be detailed in Section C and/or Section J, as appropriate. The use of Government furnished vehicles and fuel is discouraged for non-CA program solicitations, particularly for small activities, since the maintenance of these vehicles presents contract administration problems. If equipment is located at other than the job site or Government furnished facilities, specify location and responsibility for transportation. If no equipment or material will be provided to the Contractor, the "OPTIONAL" clause should be used.
*****!

b. Government Furnished Equipment

!SELECT EITHER (1) OR (2)!

(1) The Government will provide the Contractor the use of existing and available Government-owned tools and equipment in the performance of the contract.

(a) Such Government furnished tools and equipment are listed in Attachment J-C2. The Contractor shall be responsible for the periodic servicing, maintenance and repair of the equipment listed at no cost to the Government, and the total or partial breakdown or failure of the Government furnished equipment shall not relieve the Contractor of the requirement to fully perform the work of the contract. Upon completion or termination of the contract, all Government owned equipment shall be returned to the Government in the same condition as received, except for normal wear and tear. Equipment which becomes worn out due to normal wear and tear shall be returned to the Government and its replacement shall be the responsibility of the Contractor at no cost to the Government. Equipment so acquired shall remain the property of the Contractor. The Contractor shall be responsible for the cost of any repairs or replacement caused by negligence or abuse by the Contractor or his/her employees.

(b) The Contractor and the Government Representative shall conduct a joint inventory before commencing work under this contract to determine the exact number and serviceability of Government furnished equipment. The Contractor shall then certify the findings of this inventory, assume accounting responsibility, and subsequently report inventory discrepancies to the Government Representative. Government furnished equipment shall not be removed from the military base unless approved by the ACO in writing.

(2) The Contractor shall furnish all tools and equipment to required for the performance of this contract. The Government will not provide tools or equipment to the Contractor.

c. Government Furnished Material

!SELECT EITHER (1) OR (2)!

(1) The Government shall furnish the material described in Attachment J-C2 to the Contractor on a one time basis for use only in connection with this contract. The use of Government furnished material for any other purpose is prohibited. The Contractor and the Government Representative shall conduct a joint inventory before commencing work under this contract to determine the exact number and serviceability of Government furnished materials. The Contractor shall then certify the findings of this inventory, assume accounting responsibility for all materials supplied, and shall provide documentation supporting issue/use of such material. Upon depletion of material provided to the Contractor by the Government, the Contractor shall furnish all material to perform the work of the contract, except as otherwise specified herein. Upon completion or termination of this contract a second joint inventory shall be conducted, if necessary, of all unused Government furnished materials. The Contractor shall be held liable for all materials which cannot be accounted for by issue/use documentation.

(2) The Government will not provide any materials to the Contractor.

d. Availability of Utilities. The Government will furnish the following utility services at existing outlets, for use in those facilities provided by the Government and as may be required for the work to be performed under the contract: electricity, steam, natural gas, fresh water, sewage service, and refuse collection. Information concerning the location of existing outlets may be obtained from the Government Representative. The Contractor shall provide and maintain, at his/her expense, the necessary service lines from existing Government outlets to the site of work.

!SELECT EITHER (1), (2), OR (3)!

(1) Utilities specified above will be furnished at no cost to the Contractor.

(2) The Contractor shall be required to pay for utilities consumed and shall, at his/her expense, install meters as required by the ACO to measure consumption of utilities provided by the Government. Rates for reimbursement to the Government of metered utilities will be: !LIST THE RATES OF REIMBURSEMENT PER TYPE OF SERVICE PROVIDED!

(3) A restricted telephone line (USOC Class RS4) for on base calls will be provided by the Government at no cost to the Contractor. The Contractor shall install commercial telephone service, and all service and toll charges shall be paid for by the Contractor.

!*****
NOTE TO SPECIFICATION WRITER: The specification writer must determine if fuel will be provided to the Contractor or if the Contractor will supply fuel. Either way, a statement regarding fuel is appropriate. See paragraph III.C.4 of the User's Guide.
*****!

C.5 CONTRACTOR FURNISHED ITEMS. Except for items listed in clause C.4, the Contractor shall provide all equipment, materials, and services to perform the requirements of this contract.

!*****
NOTE TO SPECIFICATION WRITER: Use the following clause if the Contractor is to provide vehicles under this contract.
*****!

C.6 EQUIPMENT TO BE PROVIDED BY THE CONTRACTOR

a. Vehicles. The Contractor shall provide a sufficient quantity of the correct capacity of buses and must possess sufficient equipment to provide uninterrupted service under this contract and to furnish replacement buses while regular equipment is out of service. The Contractor may substitute a larger bus for a smaller bus for any particular trip. Vehicles must meet the standards required by local, state, or county laws and regulations, and meet the safety inspection requirements contained in NAVFAC P-300, Chapter 19.

(1) Buses which, for any reason, do not meet minimum requirements specified shall be replaced immediately so that service will not be delayed or interrupted.

(2) Overnight Parking. The Contractor has the option of parking buses overnight, at his/her own risk, in the parking lot adjacent to Building !NUMBER! or in the area designated by the ACO.

C.7 BUS DRIVERS. All bus drivers shall meet the following qualifications:

a. All bus drivers shall meet all state and local license requirements for bus drivers. Any such licenses shall be in the possession of the drivers when operating a vehicle under this contract. Any such licenses shall be available for inspection by the ACO on request.

b. Uniforms. All bus drivers shall wear a Contractor provided standard uniform when on duty, including a distinctive name plate, emblem, or patch attached in a prominent place on an outer garment. Drivers shall be dressed in uniform to present a clean, neat appearance at all times when performing under this contract.

c. Physical Examinations. Prior to a bus driver working on this contract, evidence of a current (not more than three months old) physical examination shall be provided to the ACO. It must show the proposed driver to be free from communicable diseases and physical defects which could interfere with safe bus operation. This physical and certification shall meet all statutory requirements for licensing and operation of the type of vehicle driven.

!*****
NOTE TO SPECIFICATION WRITER: Use paragraphs (4) and (5) below if the Government is to provide vehicles for the Contractor's use under this contract.
*****!

(4) Drivers shall be tested in accordance with applicable provisions of the below listed publications and in coordination with the Navy driver's license and test examiner. Any required testing and qualification costs shall be at the Contractor's expense.

(a) NAVFAC P-300, Section 12-4, Management of Transportation Equipment.

(b) U.S. Department of Transportation, Federal Highway Administration, Motor Carrier Safety Regulation Parts 200-999.

(c) State and Local Laws and Regulations.

(d) Local Station Regulations implemented by the Commanding Officer.

(5) Drivers shall be trained in the used of the first aid kits that are installed in the buses.

C.8 SCHEDULED BASE SHUTTLE BUS SERVICES. The Contractor shall provide scheduled shuttle bus services as described in this specification, for the use of all military personnel, their dependents, and civilian personnel employed by the U.S. Government. Required bus schedules and pick up points are described in Attachment J-C3. Buses shall not depart the designated stops earlier than scheduled departure time or not later than !NUMBER! minutes after the scheduled departure time. Shuttle bus schedules are subject to periodic change; however, the basic routes and frequency shall remain similar to that shown in Attachment J-C3. Any change in cost associated with pick-up period or route changes shall be subject to negotiation under the "CHANGES clause, Section I of this contract.

C.9 SCHEDULED SCHOOL BUS SERVICES. Service shall be provided in accordance with the schedules and routes specified in Attachment J-C4, Monday through Friday, to transport approximately !NUMBER! passengers per day for approximately !NUMBER! school days beginning on or about !INSERT DATE!. Buses shall not depart the designated stops earlier than scheduled departure time or not later than !NUMBER! minutes after the scheduled departure time. No services shall be required on school holidays, regularly scheduled school vacations, or when schools are closed due to inclement weather.

a. School make-up class days shall be considered as normal school days. The Government shall give the Contractor three days advance notification to change pick-up or delivery points or to provide bus service on school make-up days. Any change in cost associated with pick-up point or route changes shall be subject to negotiation under the "CHANGES" clause, Section I of this contract.

b. The Contractor shall comply with appropriate station instructions regarding school bus operation, as specified in Attachment J-C5.

c. The Contractor shall operate buses during snow and ice conditions unless schools are not open on such days. It is the Contractor's responsibility to monitor school closings and contact schools for this information.

e. Should schools close early due to inclement weather, including snow or ice conditions, the Contractor shall insure students are picked up within one hour after the decision has been announced that the schools will close.

f. The School District has the sole authority to cancel any bus run during inclement weather. When the Contractor believes a bus should not run, the ACO must be contacted for approval.

g. The following persons are authorized to use school bus services.

(1) Dependent school children who are residing on base and attending the following schools:

!LIST SCHOOLS!

(2) Authorized and properly identified Navy and/or Civil Service employees in the performance of duties connected with this contract.

(3) Parents of school children when riding school buses at the request of the Government Representative or appropriate school official.

(4) Dependent school children participating in a handicapped program and residing off-base are authorized transportation under this contract when the following conditions are met:

(a) Transportation is already being provided between the base and the appropriate school.

(b) The children present themselves at a regular bus stop on the base or at one established along the regular route between the military installation and the school.

h. Bus operator(s) shall be responsible for the safe transport, welfare, and conduct of handicapped students. The operator(s) shall not leave the handicapped students unattended. Contractor personnel, when requested, shall physically assist handicapped students, as required, on and off the bus at pick-up points and at the school, and shall fasten and unfasten applicable restraining devices.

C.10 NON-SCHEDULED BUS SERVICES. The Contractor shall provide, on receipt of a properly prepared delivery order, non-scheduled bus services. Such services are normally required during normal working days, but may also be required during weekends or holidays.

!*****
NOTE TO SPECIFICATION WRITER: Choose paragraph a if buses are to be provided by the Government for the Contractor's use; select a.(OPTIONAL) if buses are to be provided by the Contractor.
*****!

a. Delivery orders will be provided to the Contractor at least !NUMBER! working days !NUMBER! hours in advance of the required services, and shall specify the estimated number of dispatch hours required, required departure time and location, destination, estimated number of passengers, and estimated departure time from destination for return trip.

a.(OPTIONAL) Delivery orders will be provided to the Contractor at least !NUMBER! working days !NUMBER! hours in advance of the required services, and shall specify the required bus size, the estimated number of dispatch hours required, required departure time and location, destination, and estimated departure time from destination for return trip.

b. Buses shall leave the specified location(s) on time or no later than !NUMBER! minutes after the specified departure time(s).

!*****
NOTE TO SPECIFICATION WRITER: Choose C.11 if buses are to be provided by the Government for the Contractor's use. Choose C.11(OPTIONAL) if buses are to be provided by the Contractor.
*****!

C.11 VEHICLE MAINTENANCE. The Government will provide all maintenance and repair services required to insure all vehicles are serviceable and mechanically safe.

a. The Contractor shall insure that all vehicles provided for use in this contract are kept in a clean condition.

b. Buses shall be swept clean at least daily and all trash removed.

c. Windows (inside and outside surfaces) and passenger seats will be kept in a clean condition.

d. Exterior of buses shall be kept in a clean condition.

C.11(OPTIONAL) VEHICLE MAINTENANCE. The Contractor will provide all maintenance and repair services required to insure all vehicles are serviceable, mechanically safe, have adequate heat or air conditioning, if required, and meet applicable state vehicle safety inspection requirements. All maintenance and repair is to be performed off-base. The vehicle operator's daily safety and maintenance checks may be performed in the designated on-base parking area.

a. The Contractor shall have qualified personnel inspect the vehicles used in the performance of this contract to insure vehicles are mechanically safe.

b. The Contractor shall insure that all vehicles provided for use in this contract are kept in a clean condition.

c. All buses shall be equipped with a heating system to provide an even temperature throughout the bus of not less than 50 degrees Fahrenheit and a defroster for the windshield. Air conditioning equipment must be sufficient to provide an even temperature of 80 degrees Fahrenheit or less throughout the bus.
!OPTIONAL DEPENDENT ON LOCAL CLIMATE!

d. The Government reserves the right to periodically inspect the Contractor's vehicles and, if any vehicle is determined to be unsafe or unsatisfactory, to prohibit its use until such unsafe or unsatisfactory conditions have been corrected. In such event, the Contractor must provide replacement vehicles to maintain the schedule.

END OF SECTION C

PART III

SECTION J - LIST OF DOCUMENTS, EXHIBITS, AND OTHER ATTACHMENTS

!*****
NOTE TO SPECIFICATION WRITER: The numbering system used below is designed so that the number of the attachment refers back to the section that it supports. Attachment J-C1 supports Section C and is the first attachment referenced in that Section. Attachment J-C2 is the second attachment referenced in that Section.
*****!

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<u>ATTACHMENT</u> <u>NUMBER</u>	<u>TITLE</u>
J-1	Wage Determination !INSERT NUMBER!
J-C1	Government Furnished Facilities
J-C2	Government Furnished Equipment and Material
J-C3	Scheduled Shuttle Bus Services
J-C4	Scheduled School Bus Services
J-C5	Applicable Publications
J-G1 *	Delivery Order Sample, DD Form 1155
J-G2 *	Invoicing Instructions
J-H1 *	Station Regulations
J-H2 *	Energy Conservation
J-H3 *	Fire Protection
J-H4 *	Environmental Protection
J-H5 *	Safety Requirements and Reports

* To be added by the activity, if required.

ATTACHMENT J-C1

GOVERNMENT FURNISHED FACILITIES

!*****
NOTE TO SPECIFICATION WRITER: List all facilities that are to be provided to the Contractor. Provide descriptive characteristics and provide simple drawings of each facility showing Contractor areas, areas retained for use by the Government, etc. If no facilities are to be provided, keep this attachment and write the word "NONE" below.
*****!

The following facilities will be made available for use by the Contractor:

<u>Building Number/Location</u>	<u>Square Feet</u>	<u>Description</u>
114/Naval Station	250	Storage (1) 50 SF Rest Rooms (2) 100 SF Office Space (1) <u>100</u> SF TOTAL 250 SF
North of Bldg 3/ Naval Station	20,000	Equipment Storage Area

!ETC.!

ATTACHMENT J-C2

GOVERNMENT FURNISHED EQUIPMENT AND MATERIAL

!*****
NOTE TO SPECIFICATION WRITER: List all equipment and material that will be provided to the Contractor. Provide descriptive characteristics including size, manufacturer, model type, age, etc. If no equipment is to be provided, keep this attachment and write the word "NONE" below.
*****!

The following items of equipment will be made available for use by the Contractor.

<u>Item</u>	<u>Manufacturer</u>	<u>Model</u>	<u>Approximate Age</u>	<u>Location</u>	<u>Mileage</u>
40-Passenger Bus	General Motors	69-3352	1980	N/A	73,000
40-Passenger Bus	Ford	A-1560	1983	N/A	48,000
10-inch Grinder	Schaver	011702	15 yrs	Bldg 5	N/A

!ETC.!

As specified in Section C, fuel (MOGAS and diesel) will be provided to the Contractor. Fuel shall be made available at the pump station adjacent to Building 115, Naval Station, during the hours 8:00 AM to 4:30 PM, Monday through Friday, upon presentation of a fuel issue card, which will be provided by the ACO.

ATTACHMENT J-C3

SCHEDULED BASE SHUTTLE BUS SERVICES

!*****

NOTE TO SPECIFICATION WRITER: Attach drawing(s) to this attachment which clearly shows bus stop locations. If the Contractor is required to follow a specified route between stops, also indicate route(s). The schedules provided below are for illustration only, and must be tailored by the user.

If the Contractor is to provide buses, this attachment must also state either a minimum passenger capacity of the bus(s) required for each route, or provide historical data on passenger loading so that bidders can determine required capacities.

*****!

The Contractor shall provide scheduled base shuttle bus services over routes A, B, and C as specified below:

Route A, 40-Passenger Bus. Services provided Monday through Friday, 5 days per week, over the route indicated on the attached drawing number !NUMBER!.

<u>Stop Number</u>	<u>Departure Times</u>
1	6:30 AM
	7:30 AM
	8:30 AM
	3:30 PM
	4:30 PM
2	6:40 AM
	7:40 AM
	8:40 AM
	9:40 AM
	3:40 PM
3	4:40 PM
	7:05 AM
	8:05 AM
	9:05 AM
	4:05 PM
4	5:05 PM
	7:20 AM
	8:20 AM
	9:20 AM
	4:20 PM
	5:20 PM

Route B, 15-Passenger Bus. Services provided on Saturday and Sunday, 2 days per week, over the route indicated on the attached drawing number !NUMBER!.

<u>Stop Number</u>	<u>Departure Times</u>
1	8:00 AM
	11:00 AM
	4:00 PM
2	8:10 AM
	11:10 AM
	4:10 PM
3	8:20 AM
	11:20 AM
	4:20 PM

!ADD ADDITIONAL ROUTES AS NECESSARY!

ATTACHMENT J-C4

SCHEDULED SCHOOL BUS SERVICES

!*****

NOTE TO SPECIFICATION WRITER: Attach drawing(s) to this attachment which clearly show bus stop locations. If the Contractor is required to follow a specified route between stops, also indicate route(s). The schedules provided below are for illustration only, and must be tailored by the user.

If the Contractor is to provide buses, this attachment must also state either a minimum passenger capacity of the bus(s) required for each route, or provide historical data on passenger loading so that bidders can determine required capacities.

*****!

The Contractor shall provide scheduled school bus services over routes A and B, as specified below:

Route A, 40-Passenger Bus. Services provided on school days as specified in clause C.9, over the route indicated on the attached drawing number !NUMBER!.

<u>Stop Number</u>	<u>Departure Times</u>
1	7:00 AM
2	7:05 AM
3	7:10 AM
4	7:20 AM
5	7:35 AM
5	3:15 PM
4	3:30 PM
3	3:40 PM
2	3:45 PM
1	3:50 PM

!ETC.!

ATTACHMENT J-C5

APPLICABLE PUBLICATIONS

Directives/references listed here are classified as either advisory or mandatory. Those directives/references classified as advisory are identified to the Contractor to provide guidance as to the standards of performance that the Government will use in evaluating the Contractor's overall work performance. Those directives/references classified as mandatory must be complied with by the Contractor during the duration of this contract.

<u>Item</u>	<u>Available From</u>	<u>Classified</u>
NAVFAC MO-327, Facility Support Contract Quality Management Manual	U.S. Naval Publications and Forms Center 5801 Tabor Avenue Philadelphia, PA 19120	Advisory
NAVFAC P-300, Management of Transportation Equipment; Section 12-4, Section 13-2, Section 19-5	U.S. Naval Publications and Forms Center 5801 Tabor Avenue Philadelphia, PA 19120	Mandatory

END OF SECTION J

QUALITY ASSURANCE GUIDE

FOR

BUS SERVICES

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QUALITY ASSURANCE GUIDE

I. INTRODUCTION

A. Overview. The Bus Services Quality Assurance (QA) Guide is designed to help the Quality Assurance Evaluator (QAE), under the direction of the Facilities Support Contract Manager (FSCM), in setting up the activity's QA Program. The user is advised to refer to the NAVFAC manual MO-327 *Service Contracts: Specifications and Surveillance* for more detailed information on the development and implementation of a QA Program. This QA Guide suggests specific methods for monitoring bus service work and provides sample QA Plans. These sample plans must be tailored concurrently with the tailoring of the Bus Services GPWS to develop a unique QA Program that fits the needs of the activity. This QA Guide is divided into five parts.

1. The Introduction presents an overview and gives information on QAE training.

2. QA Plan Development provides the user with special considerations that affect the way in which bus services may be monitored and suggests specific evaluation methods for different portions of the technical specifications.

3. The third part, QA Plans, provides sample plans with numerical examples and suggested Evaluation Worksheets. The sample plans provided must be tailored by the user to conform with the tailored PWS.

4. The fourth part, Contractor's Overall Performance Evaluation, provides a sample monthly summary report to be used by the QAE to report the Contractor's performance to the FSCM.

5. The last part, Contractor Submissions, identifies all Contractor submissions, when they are due, and to whom they should be submitted.

B. Training. Personnel tasked with monitoring Contractors' performance should be trained and be fully conversant with the specification. It is recommended that QAEs attend the QAE Training Course offered periodically by each of the NAVFAC Engineering Field Divisions (EFDs).

II. QA PLAN DEVELOPMENT

A. Functional Considerations. Bus services pose some unique evaluation requirements for the QAE. The following considerations are offered for user information.

1. Location of Work. Unlike many other facilities support contracts (FSCs), the entire activity is a bus services working location. QA Plans must provide for identifying specific times and locations for surveillance to insure timely service with vehicles properly sized and equipped for the traveling population.

2. Much of the bus services surveillance at a typical activity will rely on documented customer complaints, since it is difficult to validate late buses, missed stops, etc. The activity must ensure that customers are aware of the appropriate specification contents and their meaning and intent. Suggest specific individuals from the various customer organizations be identified to

submit requests for non-scheduled bus services to the Administrative Contracting Officer (ACO), and then to monitor Contractor performance. This will limit the various "opinions" certain to be reported concerning Contractor performance.

3. Rework. Due to the nature of this service, rework can not cure a contract deficiency. Once a stop is missed the bus is late, and no effort can restore the situation. Rework procedures and response times for rework used in other service contracts are not appropriate for bus services.

4. Reporting

a. The Contractor is notified of deficiencies in service by copy of completed evaluation work sheets, samples of which are provided with this QA Guide. If due to locational constraints - i.e. the Contractor's representative is not nearby - notification can be made by phone, but this is not recommended. The Contractor's representative should be accessible to the QAE and FSCM within a reasonable period of time.

b. The QAE will most likely be performing contract surveillance during most of the day and cannot stop to call the Contractor every time he finds something wrong. Contractor notification of the discrepancies is not always feasible, and when feasible, may severely limit the QAE's available time. Certain discrepancies must be passed on to the Contractor at any time if they affect the health, comfort or efficient operation of the bus services. It is recommended that the QAE inform the Contractor only of the health, safety, or comfort items which require immediate corrective action. These deficiencies will be followed up on by the QAE to ensure they are promptly corrected. All other routine items will be brought to the Contractor's attention at the end of the work day.

B. Selection of Evaluation Methods. Selection of evaluation methods depends on several factors including the size of the contract, QAE resources, and characteristics of the service to be evaluated. These factors are discussed in NAVFAC MO-327. Consideration of these factors as they relate to bus services results in the use of the following recommended evaluation methods:

1. Planned Sampling. It is suggested that planned sampling be the primary surveillance method for bus services work, unless the contract scope is so small as to include only a few trips or stops. Planned sampling is considered appropriate because of the high frequency of widely dispersed work performance, and because it should provide a consistent measure of overall quality. When a problem area is identified, scarce resources (QAEs) may be applied to the problem area while at the same time, monitoring other work areas.

2. Documented Customer Complaints. Customer complaints are the second key surveillance method recommended for use since it is the requester and bus user who is closest to the end product. Properly informed and trained, customers can provide quick response to poor or nonperformed work and can serve as the remote eyes of the QAE provided they are made aware of the services to be provided and a clear means of reporting discrepancies is established. The way to get and document customer complaints needs to be carefully planned by the FSCM and QAE. Customers must be informed of the services they are to receive and/or provided a copy of the specification so they will be aware of service requirements. Customer Complaint Records should be carefully maintained. Only complaints validated by the QAE are subject to invoice deductions.

C. Performance Requirements

1. Acceptable Quality Levels (AQLs) set the point at which performance becomes unsatisfactory to the customer, and stronger action on the part of the FSCM and/or ACO is required. (Deductions are always required whenever an instance of non-compliance is observed and documented). The AQL may be stated as a percentage of the work that, if found unacceptable over a period of time, causes overall contract performance to be unsatisfactory. For example, if the Contractor missed on the average two stops per day out of 300, overall performance would probably be acceptable (deductions are made for the stops missed), but if the number were 50 per day, performance would not be acceptable. What if he missed an average of 10 per day? The AQL reflects that point where overall service becomes unsatisfactory. AQLs are used solely as a tool to administer the contract and should not be made known to the Contractor.

2. A Performance Requirements Summary Table is prepared by the Specification Writer as the GPWS is tailored. This table will be used by the QAE to determine the types of QA Plans required for contract surveillance. Refer to the sample table in the User's Guide, paragraph III.E. The tailored PWS will be the basis for individual plans.

III. QA PLANS. There are three sample QA plans provided for the Bus Services GPWS. They are:

- QA Plan A - Scheduled Base Shuttle and School Bus Services
- QA Plan B - Proper Vehicles
- QA Plan C - Non-Scheduled Bus Services

QA PLAN A
SCHEDULED BASE SHUTTLE AND SCHOOL BUS SERVICES

1. Contract Requirement. This QA Plan provides surveillance of contract requirements to provide timely scheduled school bus and base bus shuttle bus services. Service requirements are detailed in clauses C.8 and C.9. Buses shall depart stops no earlier than scheduled departure time nor no later than !NUMBER! minutes after scheduled departure time.
2. Primary Method of Surveillance. Planned sampling supported by validated customer complaints.
3. Acceptable Quality Level (AQL). AQL will be set at !NUMBER!%.
4. Quantity of Work. The number of stops per day, found by multiplying the number of stops per route by the number of times the route is run each day. See attachments J-C3 and J-C4. Do this for each route and then add the results. The quantities of work for shuttle and school bus services may then be combined and a single sample drawn, or separate samples may be drawn for each service.
5. Level of Surveillance. The level of surveillance will be set at one of these levels and adjusted monthly depending on Contractor's performance.
 - a. Initial level of surveillance is normal surveillance.
 - b. Reduced Surveillance. If the Observed Defect Rate (ODR) is less than the AQL for two consecutive months, then the level of surveillance can be reduced.
 - c. Increased Surveillance. If, on the other hand, the ODR exceeds the AQL in any month, then surveillance should be increased.
6. Sample Size
 - a. Normal surveillance - 25% of scheduled items
 - b. Reduced surveillance - 10% of scheduled items
 - c. Increased surveillance - 50% of scheduled items
7. Sample Selection Procedure. Apply the selected sample size from step above to the number of daily stops. Try to combine inspections with those of other functions. The result will be the number of stops to be inspected each day. Since this is not a random sample, the results will not be statistically valid, but to eliminate as much bias as possible, spread the inspections throughout the day.
8. Evaluation Procedure
 - a. Stand at a selected bus stop from one minute before the scheduled departure time and remain until the bus departs. Departure of the bus earlier than the scheduled departure time or later than !NUMBER! minutes after the scheduled departure time is a defect.
 - b. Using the surveillance guide, enter a "P" if the service is satisfactory, and an "F" if it is not. Bring all defective work to the attention of the Contractor's representative and have him/her initial the

evaluation worksheet. At the end of the month, total the satisfactory observations (P) and the defective observations (F).

9. Analysis of Results

a. Count the number of defects accumulated during the month. The ODR is the number of defects (F) divided by the total number of stops observed (N):

$$\text{ODR} = (\# \text{ F's}) / (\text{N}), \text{ and the percentage is computed as}$$
$$\text{ODR} \times 100 = \text{ODR}\%$$

b. The contract requirements, provide timely scheduled base shuttle and school bus service, are completed satisfactorily if:

ODR is less than or equal to AQL.

c. The contract requirements are completed unsatisfactorily if:

ODR is greater than AQL

10. Performance Evaluation. Based on the Contractor's performance, the QAE may take the following actions:

a. Reduce surveillance if the Contractor shows a consistent record of satisfactory performance. See paragraph 5.b.

b. When the ODR exceeds the AQL, increase the level of surveillance and consider recommending the Contractor be given a Contract Discrepancy Report.

**QA PLAN A
EVALUATION WORKSHEET
SCHEDULED BASE SHUTTLE AND SCHOOL BUS SERVICES**

Date: _____

Method of Evaluation: Planned Sampling

<u>Route Number</u>	<u>Stop Location</u>	<u>Scheduled Departure Time</u>	<u>Actual Departure Time</u>	<u>Defect</u>		<u>Contractor's Initials</u>
				<u>Yes</u>	<u>No</u>	
A-Base	Stop 3	0705	0708		X	
A-School	Stop 4	0720	0730	X		
A-Base	Stop 1	0730	0725	X		
B-Base	Stop 1	0800	0801		X	

!ETC.!

Total Number "N" _____

Total Number "F" _____

QAE's Signature _____

QA PLAN B
PROPER VEHICLES

1. Contract Requirement. This QA Plan provides surveillance of contract requirements to provide properly cleaned, correct capacity, heated, air conditioned, and mechanically safe vehicles on a daily basis. Service requirements are detailed in clause C.6.
2. Primary Method of Surveillance. Planned Sampling supported by validated customer complaints.
3. Acceptable Quality Level (AQL). AQL will be set at !NUMBER! defects.
4. Quantity of Work. Number of vehicles operated by the Contractor times the number of days buses operate.
5. Level of Surveillance. The level of surveillance will be set at one of these levels and adjusted monthly depending on Contractor's performance.
 - a. Initial level of surveillance is normal surveillance.
 - b. Reduced Surveillance. If the Observed Defect Rate (ODR) is less than the AQL for two consecutive months, then the level of surveillance can be reduced.
 - c. Increased Surveillance. If, on the other hand, the ODR exceeds the AQL in any month, then surveillance should be increased.
6. Sample Size
 - a. Normal surveillance - 10% of scheduled items
 - b. Reduced surveillance - 5% of scheduled items
 - c. Increased surveillance - 25% of scheduled items
7. Sample Selection Procedure. Since this is not a random sample, the result will not be statistically unbiased. To eliminate as much bias as possible, schedule the number of inspections evenly over the Contractor's work month. Where possible, combine these inspections with those of QA Plan A. Insure that all passenger carrying vehicles are inspected. For those vehicles not used in scheduled bus routes, check them at the beginning of a non-scheduled bus trip, in conjunction with QA Plan C.
8. Evaluation Procedure. Count each vehicle failing to meet standards as a defect in the work performed. At the end of the month, total the number of accumulated defects. The ODR is the number of defects documented during the month.
9. Analysis of Results
 - a. The contract requirement, provide properly cleaned and mechanically safe vehicles, is completed satisfactorily if:

ODR is less than or equal to AQL.
 - b. The contract requirement is completed unsatisfactorily if:

ODR is greater than AQL.

10. Performance Evaluation. Based on the Contractor's performance, the QAE may take the following actions:

a. Reduce surveillance if the Contractor shows a consistent record of satisfactory performance. See paragraph 5.b.

b. When the ODR exceeds the AQL, increase the level of surveillance and consider recommending the Contractor be given a Contract Discrepancy Report.

**QA PLAN B
EVALUATION WORKSHEET
PROPER VEHICLES**

Provide required properly cleaned, correct capacity, heated, air conditioned, and mechanically safe vehicles on a daily basis.

Date: _____

Method of Evaluation: Planned Sampling

<u>Date</u>	<u>Vehicle</u>	<u>Location of Inspection</u>	<u>Nature of Deficiency</u>	<u>Contractor Notified</u>	<u>Contractor's Initials</u>	<u>Deficiency Corrected</u>
1/5	0001	Vehicle Yard	Trash on floor (F)	1/5	JBH	1/5
1/5	0012	Bldg 108	None (P)			
1/5	0008	Bldg 25	Exterior dirty (F)	1/5	JBH	1/6
1/6	0005	Vehicle Yard	None (P)			

Total Number of Defects _____

QAE's Signature _____

QA PLAN C
NON-SCHEDULED BUS SERVICES

1. Contract Requirement. This QA Plan provides surveillance of contract requirements to provide timely non-scheduled bus service. Service requirements are detailed in clause C.10.
2. Primary Method of Surveillance. Validated customer complaints.
3. Acceptable Quality Level (AQL). AQL will be set at !NUMBER!.
4. Quantity of Work. Number of non-scheduled bus pickups during the month.
5. Level of Surveillance. Not applicable
6. Sample Size. Not applicable
7. Sample Selection Procedure. Not applicable
8. Evaluation Procedure. Since it is difficult to validate customer complaints the following is suggested:

a. Complaint call is received by telephone or in person and is recorded on the complaint form. Record bus number/run number on complaint form as well as time and place. More than one complaint should be received for any bus running late.

b. Discuss complaint details with the complainer and the Contractor and decide who is at fault. If the fault lies with the customer, the complaint is invalid. If the Contractor is at fault, that is, late arrival, wrong equipment, etc., then the complaint is valid.

c. Record all findings on the complaint sheet in enough detail to support the validation.

9. Analysis of Results

a. The observed defect rate (ODR) is the number of defects documented during the month.

b. The contract requirement, provide timely non-scheduled bus service, is completed satisfactorily if:

ODR is less than or equal to AQL.

c. The contract requirement, provide timely non-scheduled bus service, is completed unsatisfactorily if:

ODR is greater than AQL.

10. Performance Evaluation. Based on the Contractor's performance, the QAE may take the following actions:

a. Reduce surveillance if the Contractor shows a consistent record of satisfactory performance. See paragraph 5.b.

b. When the ODR exceeds the AQL, increase the level of surveillance and consider recommending the Contractor be given a Contract Discrepancy Report.

**QA PLAN C
EVALUATION WORKSHEET
NON-SCHEDULED BUS SERVICES**

Date: _____

Method of Evaluation: Validated Complaints

<u>Date of Complaint</u>	<u>Individual Making Complaint</u>	<u>Location of Pickup Point</u>	<u>Scheduled Departure Time</u>	<u>Actual Departure Time</u>	<u>Date Contractor Notified</u>	<u>Contractor Initials</u>
1/22	Mr. Jones	Bldg 727	1400	1430	22 Jan	JBH
1/27	LT Smith	Bldg 18	1030	1045	27 Jan	JBH

Total Number of Defects _____

QAE's Signature _____

IV. CONTRACTOR'S OVERALL PERFORMANCE EVALUATION. The end result of a QA Program is the overall evaluation of the Contractor's performance for Bus Services. It is important to determine an overall monthly performance to determine whether to increase, decrease, or maintain at the same level, the level of surveillance. If the overall performance has been unsatisfactory, a contract discrepancy report (CDR) is needed (see NAVFAC MO-327). Each and every contract discrepancy observed and documented should result in a deduction from the Contractor's monthly invoice. At the end of each month, the QAE will complete the Monthly Evaluation Report and submit it to the FSCM. This report is based on:

- QA Plan A - Scheduled Base Shuttle and School Bus Services
- QA Plan B - Proper Vehicles
- QA Plan C - Non-Scheduled Services

A recommended report format is shown below:

**MONTHLY EVALUATION REPORT FOR BUS SERVICES
FOR THE MONTH OF APRIL 1987**

CONTRACTOR'S OVERALL PERFORMANCE

Date Submitted: 10 May 1987 Submitted by: Arthur Brannon

<u>Service</u>	<u>AQL</u>	<u>ODR</u>	<u>CDR Reqd</u>	<u>Number of Documented Deficiencies</u>	<u>Quantity of Work Not Acceptable</u>
QA Plan A					
Provide scheduled bus services	10%	8%	No	12*	12**
QA Plan B					
Provide proper vehicles on a daily basis	10%	3%	No	3*	3**
QA Plan C					
Provide timely non scheduled bus services	5%	4%	No	4*	4**

* Deductions for deficiencies must be based on actual amount of work that was not satisfactorily performed.

** "QUANTITY OF WORK NOT ACCEPTABLE" must be in the same units as those used in the specification.

V. CONTRACTOR SUBMISSIONS. Develop a list of all Contractor submissions, when they are due, and to whom they go. These submissions should be separated into "before award" and "after award" submissions.

END OF QA GUIDE